



DEPARTMENT OF THE ARMY
U. S. ARMY QUARTERMASTER SCHOOL
OFFICE OF THE QUARTERMASTER GENERAL
1201 22ND STREET
FORT LEE, VIRGINIA 23801-1601

ATSM-OQMG-SE

25 MAR 2010

MEMORANDUM FOR Chief of Staff, Army, Supply Excellence Award (CSA SEA) Program Participants

SUBJECT: 2010 Chief of Staff, Army, Supply Excellence Award (CSA SEA) Program Functional After Action Review (AAR)

1. The Supply Excellence Award evaluation "lessons learned" are attached and provided to all SEA participants in order to improve their operations. During the on-site evaluations some general trends were noted. Winning units have made the effort to enhance their competitive status by implementing previous years' recommendations.
2. Comments are general in nature and are not directed at any specific unit.
3. We have also prepared a document titled, "Logistics Tips" that provides a compendium of useful information for our supply warriors.
4. Copies of this year's AAR and the "Tips" document will be posted in SustainNet at <https://SustainNet.bcks.army.mil/>. Look for them in the Quartermaster forum. Check the SEA home page at <http://www.quartermaster.army.mil/ltd/supexcel.html> for information on how to access these files and other SEA files on AKO.
5. Observations and recommendations are at the enclosures.
6. Point of contact is Stephen.ikeda@us.army.mil at DSN 687-3163.

Encls

\Original Signed/
STEPHEN C. IKEDA
CW5, QM
CSA SEA Chief

Common Area Enclosure 1 SEA 2010 After Action Review (AAR)
--

UNIT NOMINATION INFORMATION: Army Command nominations to the DA level must comply with Section VI, Appendix G of AR 710-2. Army Commands do have flexibility and various options available on how their assigned units/organizations compete within their command. Some may require units to submit packets (books) or do on-site internal inspections. DA does mandate the use of the Command Supply Discipline Program, paragraph 1-10f (5), AR 710-2 but does not prescribe further internal Army Command policies and procedures.

Recommendation: Units must adhere to the guidance established by their command. We have provided Army Command "Point of Contact" data on our SEA Home page at: <http://www.quartermaster.army.mil/ltd/supexcel.html>.

COMMAND SUPPLY DISCIPLINE PROGRAM (CSDP): This is the most critical area in determining how well a unit performs during an SEA evaluation. The most important aspect of the CSDP is the actual inspection by the higher levels of command. "Paper" inspections without adequate command follow up are inadequate and do little to improve the supply posture of the inspected unit. The onus is on the "inspectors." Comprehensive inspections conforming to the CSDP requirements are necessary for the continued improvement of your supply operations and training of your personnel.

Recommendation: Conduct hard, fair and impartial inspections. Follow up to ensure compliance and correction of noted deficiencies IAW the policies of the CSDP, paragraph 1-10 and Appendix B, AR 710-2. Ensure you have the basic required publications on hand.

Battalion/Unit/PBO Organizational Supply Operations
Enclosure 2
2010 SEA After Action Review (AAR)

BATTALION SUPPLY

COMMAND SUPPLY DISCIPLINE PROGRAM (CSDP): Organizations were outside the parameters established by Table B-7, CSDP Evaluation Frequency. AR 710-2, paragraph 1-10 lists the requirements to appoint CSDP monitors. For deficiencies noted, the organization performing the evaluation did not establish a get-well date to ensure the unit corrected the deficiency. Some units appointed coordinators (who have different responsibilities) and also appointed individuals at unit level (company, battery and troop levels) who are excluded from the requirement.

Recommendation: Adhere to published guidance and conduct comprehensive inspections in the required time frames. Table B-3 A (4) requires necessary additions to Tables B-1, 2, 3 to make the local program more complete. Place emphasis on eliminating repeat discrepancies. Ensure the organization's supervisor, during the out brief, establishes a get-well date for each discrepancy. Record the dates and follow up.

PUBLICATION MANAGEMENT: Units lack the most current army regulations, pamphlets, etc. Obsolete pubs were on hand and are being referenced for daily operations

Recommendation: The Battalion S-4 provides guidance and training to subordinate units to ensure all required pubs are on-hand or on order. Ensure personnel are fully trained on accessing pubs on the web from USAPA, LOGSA, DPMS, etc. This would make a great Sergeant's Time Training Subject. Use ARs along with local and higher Headquarters policies to maintain a comprehensive publication library. If you are unsure what regulations you are required to have on hand, a great place to start is in Appendix A (References) of AR 710-2 and AR 735-5. Listed here are the required publications and/or related publications. Review the Army Electronic Publications & Forms at <http://www.army.mil/usapa/epubs/index.html>

ACCOUNTING FOR LOST, DAMAGED OR DESTROYED ITEMS: Units are not aware of ALARACT message 21Nov2007 that standardizes the inquiry/investigation number for the FLIPL.

Recommendation: Review logistics ALARACT Messages daily for updates, especially the property accountability messages.

PROPERTY BOOK OFFICER (PBO)

AUTHORIZED PROPERTY ON HAND OR ON ORDER: Paragraph 2-5 of AR 710-2 states property book records will be established and maintained when the authorized

item is on hand, many Property Book Officers were not formally accounting for heraldry items authorized by AR 840-10.

Recommendation: PBO's must periodically review their records to ensure Organizational colors, national flags, streamers, guidons, etc....authorized by AR 840-10 are formally accounted for as instructed in the regulation.

INVENTORIES: In numerous instances the sensitive item reference look up table in PBUSE did not list all the required Controlled Item Inventory Codes (CIIC) for the units to inventory the sensitive items monthly or quarterly.

Recommendation: PBO's must review the parameters in PBUSE to ensure only items with CIIC of 1-6, 8, 9, P, Q, R, \$, and Y for night vision devices and navigation systems are on their sensitive item listing. If there are cataloging issues surrounding the CIIC for standard LINs, contact LOGSA, for Non-Standard LINs contact SLAMIS.

SYSTEM ACCESS CONTROLS: Systems access controls must be maintained at all times. In numerous instances we have noted departed individuals continue to have access to the system. There is no guarantee their user id/password was not compromised prior to their departure.

Recommendation: Systems administrators must manage the security parameter files IAW their STAMIS guidelines. Also recommend units add this to their CSDP.

PBO actions upon assuming duties: Property Book Officers are not conducting their annual inventories or reconciliations against approve documents. This is also the opportune time to review the authorizations for none MTOE/TDA items. In numerous instances units had their authorization as a Common Table of Allowance item; however when we reviewed the CTA the item was not listed.

Recommendation: PBO's must review AR 710-2, para 2-4b for requirements.

UNIT SUPPLY

The unit supply room is where the "rubber meets the road." Annually, during our evaluations, we find hard working dedicated logisticians at all levels of unit supply operations. A common finding, regardless of Army Commands or geographic region, is that battalion and property book supply personnel are involved in their own operations to the exclusion of "helping" out at the unit level. Historically units who do well find the time and take the initiative to square away their unit supply operations.

REQUISITION RECONCILIATIONS AND VALIDATIONS: Many units are performing reconciliations with their supporting Supply Support Activity; however the reconciliation

process is not being conducted in it's entirely. The purpose of the reconciliation and validation is twofold, (1) validation of a need and (2) reconciliation of records.

Recommendation: It is imperative for the unit performing the reconciliation to go one step farther in this process by using the automated tools available, i.e., LIW – Parts Tracker, WEBVLIPS, and ILAP to research their document number to ensure the status listed on the reconciliation report is accurate. In many instances units were reporting the item as due in, however the item had been received or cancelled.

HAND RECEIPTS: Generally, most units maintain outstanding up to date hand receipt files. I also recommend you review the following reports in PBUSE: Unit Level Reconciliation and the Commander Imbalance report. Often we found units were not aware these reports exist.

COMPONENT HAND RECEIPTS (CHR): Not as good as hand receipt files. Some units are not taking the time to review the Logistics Support Activity (LOGSA) web page at www.logsa.army.mil to ensure the latest supply catalogs and technical manuals are in use at the unit. This results in waste of dollar resources and retention of excess and obsolete components. Supply personnel were not aware of the dual role of the component hand receipt. If a CHR is used to issue property to the using individual, chapter 6-2 of DA PAM 710-2-1 states the CHR also validates all component shortages between the primary hand receipt holder and the user therefore hand receipt annexes are not required.

HAND RECEIPT ANNEXES: Many supply personnel are validating the shortage annexes on behalf of the commander. Shortage annexes were not filled out correctly, for instance annexes were signed instead of initialed and quantity missing was annotated as zero "0" in column A. In many units shortage annexes simply did not exist. If they did exist the item missing was not ordered.

Recommendation: Follow regulatory guidelines for shortages. IAW DA PAM 710-2-1 shortage annexes are prepared at the level where the document register is maintained AND validated by the Commander, PBO or S4. AR 710-2, para 1-9 has information regarding reports of supply constraint for items in supply class 2. See the SEA "Logistics Tips" document (year 2010) posted in SustainNet: <http://www.bcks.mil> in the SEA section and read the regulations.

ABSENTEE BAGGAGE: Although most evaluated units had designated "Absentee" baggage storage areas identified many did not have the area designated "secure". Commanders have a responsibility to provide secure storage of personal property to Soldiers on authorized absence IAW AR 700-84, para 12-3.d.b.

Recommendation: Commanders provide a secure storage area IAW AR 700-84. Recommend procedures are added in the unit SOP which describes the options made available to Soldiers for storing their property while on authorized absence. AR

700-84 para 12-16d also states Soldiers of the ARNG and USAR are required to secure their individual clothing when the unit Commander does not make the Armory or Center facilities available.

HAZMAT: Units are not following HAZMAT requirements for the proper storage and handling of HAZMAT. Some units were not aware of their requirement to maintain the Material Safety Data Sheets (MSDS) for all chemical, cleaning supplies, etc that are stored in their storage areas and supply rooms.

Recommendation: HAZMAT is everywhere not just in the motor pool area. Unit supply personnel should review their MACOM and local guidance for the proper handling of HAZMAT to include being familiar with TM 38-410 (EM0178). Additionally, MSDS must be located in the area of the HAZMAT and all personnel should be familiar with their content, especially the First Aid and Reactivity data.

ARMS ROOMS: Change of arms room custody not performed or not performed correctly when responsibility for the custody of arms storage facility keys is transferred. AR 710-2 Table 2-2.g(a)

Recommendation: IAW AR 710-2, Table 2-2g(a)...incoming and outgoing custodians will physically count weapons, ammunition and major parts for arms, such as barrels and subassemblies with CIIC 1-4. Record results on a hand receipt when responsibilities for the custody of the arms storage facility keys are transferred.

ORGANIZATIONAL CLOTHING & INDIVIDUAL EQUIPMENT (OCIE): For various units evaluated the OCIE was not signed for or inventoried annually. DA Form 4886 was not filled out correctly and authorized clothing and equipment is not on hand.

Recommendation: Supply personnel must contact their supporting property book officer/manager and reconcile hand receipts to ensure all authorized property is on hand or on request. AR 710-2, Para 2-14 and Table 2-2 states all authorized OCIE will be inventoried annually and on hand. Commanders will ensure guidelines outlined in AR 710-2 and AR 700-84 is implemented.

ON HAND PROPERTY: We could use more emphasis in this area, if your authorized property is not on hand or on request, contact your S4 or property book officer/manager to ascertain why the item is not on hand. Ensure you know why the item is not on hand or on order, i.e. obsolete or terminal Acquisition Advice Code (AAC), item will be fielded, or may be restricted by HQDA.

Recommendation: Have supply personnel contact their PBO and reconcile hand receipts to ensure all authorized property is on hand or on request.

KEY CONTROL: The key and lock custodian is required to conduct a serial numbered inventory of keys and locks semi-annually. This was accomplished in units evaluated,

however; there were “no joint key and lock inventories” performed in some units evaluated between the company Commanders and the designated key and lock custodians.

Recommendation: The key and lock custodian is required to conduct a joint serial number inventory of locks and their keys semi-annually IAW AR 190-11, para 3-8.n and AR 190-51, Appendix D-6.b

STANDING OPERATING PROCEDURES (SOP): Various units SOP were not updated, reviewed and signed by the Commander. Details were not included such as specific logistics operations and functionality at the unit level. These SOPs did not include proper actions for Financial Liability Investigation of Property Loss. Additionally, procedures for initiating Serious Incident Reports are not addressed.

Recommendation: AR 34-4, Army Standardization Policy is a great place to start for procedures for writing an SOP. Commanders must review/approve and sign the external SOP. The external and internal SOP is IAW AR 710-2, Table B-1e

GOVERNMENT PURCHASE CARD (GPC): The GPC program for various units evaluated revealed the following deficiencies; annual refresher training for card holders and billing officials are not current; items requiring formal accountability is not reported to the PBO using DD Form 250 as prescribed in AR 710-2 and DA PAM 710-2-1. The GPC cardholder did not have a copy of DD Form 577 (Appointment/Termination Record Authorization Signature) identifying their Certifying/Billing official.

Recommendation: Training must be conducted for all cardholders and billing officials. If training is not conducted, all associated accounts will be suspended. In addition, required surveillance reviews and tracking metrics are performed according to AR 715-xx. GPC cardholders must be provided with a copy of DD Form 577 for acknowledgement.

Supply Support Activity (SSA) Enclosure 3 2010 SEA After Action Review (AAR)
--

DIRECT AND GENERAL SUPPORT SUPPLY OPERATIONS:

All Supply Support Activities (SSA) performed extremely well during the FY10 SEA competition. Following our observations and recommendations pertaining to problem areas found:

AUTOMATED INFORMATION TECHNOLOGY: Hand Held Terminals (HHT) is not being used in all SSAs. All SARSS operations should maximize the use of SARSS automated information technology IAW AR 710-2, when available.

Recommendation: Use the Hand Held Terminals to minimize key punch errors and assist with maintaining inventory accuracy. Continue to explore the HHTs capabilities to assist the SSA with day to day operations. Maintain a down time log consisting of faults and causes and use this data to submit to PM_SARSS for upgrade requirements.

SARSS-1 UNIT UNIQUE PARAMETERS (UUP): Unit unique parameters are not properly reviewed, monitored, and understood by SARSS-1 operators. Unit Unique Parameters are *User-defined Management Parameters*.

Recommendation: Include an overview of Unit Unique Parameters in the Internal SOP and explain how specific parameters may affect transactions in each section. Keep on-file a print of the UUP screens for periodic review, recommend monthly but not less than quarterly. Maintain UUP copies on file for comparison when conducting unit unique parameter review. These parameters provide a method of tailoring certain operational characteristics of each STAMIS to match local operational requirements. The parameters in this category are established to facilitate "Management by Exception" using locally established criteria. Refer to ADSM 18-L1Y-AJT-ZZZ-EM section 9.13 and SARSS DODDAF/Parameter Handbook ADSM 18-L1Q-AJP-ZZZ-HB Ch 3 located at <https://www.pmlis.lee.army.mil/> then click tab LIS on AKO at the top right of the page.

RECONCILIATION: Customer units are not returning reconciliations by the scheduled suspense dates or not at all. SSA managers must enforce regulatory guidance and keep leaders informed when units do not comply.

Recommendation: Adhere to AR 710-2, paragraph 3-20. Reconciliation is required monthly for RA, quarterly for ARNG and USAR. This is a vital and critical link between customers requisition requirements and the SSA.

PUBLICATIONS MANAGEMENT: Not maintaining key publications in hard copy format. The most frequently used publications should be kept in hard copy.

Recommendation: Maintain hardcopies of the more frequently used publications for daily use and also for deployments. Internet access may be limited depending on location and phase of operation. Maintain a complete set of electronic publications on a computer that is accessible to all soldiers and encourage usage.

COMMUNICATION AND STATUS: SARSS-1 operations are not checking the communication logs and SARSS-1 files to ensure communication between customer STAMIS and SSA status files daily.

Recommendation: SARSS-1 operators must monitored and ensure communication is occurring between SARSS-1 and the customer STAMIS daily. Check creation date of status file and determine why the customer has not pulled his/her status within a particular set of days established by local policy, I recommend five days. Recommend after all attempts to notify the customer or attempts to correct a communication problem fails, clear status file from the SARSS-1 communication queue by downloading status to diskette and put the status in the customer pick up bin/box, only delete the status if the customer reconciliation was performed after the status creation date.

SHIPPING CONFIRMATION: SARSS1 Shipping Confirmation files had old documents in them after items were already shipped.

Recommendation: Ensure procedures are in place to check the SARSS1 confirmation file daily and reconcile it with actual post shipments. SARSS will require confirmation for items IAW SRASS1 End User Manual.

KEY CONTROL: Although well managed and maintain in the majority of SSAs, some SSAs key inventories were either not conducted or improperly conducted. Unauthorized individuals were found to have access to key boxes in a few instances. And in some the keys were not maintained in the key box.

Recommendation: Implement key control management procedures IAW AR 190-51, Appendix D and AR 190-11 when applicable. Ensure only properly authorize individuals are accessing or issuing keys. Appoint a key custodian and alternate to maintain and manage key control.

SIGNATURE CARDS: DA Form 1687 (Delegation of Authority) are not current or properly filled out, and are not present in every section that requires them.

Recommendation: Refer to DA Pam 710-2-1, for sample DA Form 1687 and take corrective action immediately. Also have copies of the DA Form 1687 present in all areas of the warehouse that conduct business directly with customers. An exception is if the cards are checked at an entrance point and the customer is escorted throughout

the facility. To assist with maintaining the files and notification for updates, recommend using a color code or monthly update from the time submitted. Assumption of Command orders must specify the UIC of the organization the Commander assumes command for.

DRMO PROCEDURES: DRMO procedures not referenced in SOPs to reinforce the DA policy of no organization conducting turn-ins or requests directly to DRMOs.

Recommendation: Include procedures outlined in AR 710-2, para 2-13(d) (4e) in external SOPs and check DRMO SOPs for inconsistencies in policy.

SAFETY AND APPEARANCE: Bulk items left in aisle and common safety items locked up or not on hand.

Recommendation: Ensure aisles are kept cleaned of all items for a smooth and safe traffic flow. If shelving is available, store the items on shelves instead of the floor. If no shelving is available determine a safe location inside or outside of the warehouse to store and secure items. As you establish or restructure the warehouse try to locate sections that conduct frequent transactions together near each other. All safety equipment should be easily accessible by all warehouse workers and acquire safety items for warehouse operations. Some example would be proper matting for workers to stand on, eye wash machines, proper footwear, etc.

PLANOGRAPHS: Some SSAs did not have a planograph left in aisle and common safety items locked up or not on hand.

Recommendation: Ensure there is a planograph completed that depicts the warehouse layout. The evacuation plan is not a substitute for a planograph warehouse layout.